

FORSCOM Contracting Strategic Plan



***POWER PROJECTION
CONTRACTING***

August 1997

FOREWORD

Acquisition Reform has changed the face of contracting. As a contracting community, we are still in the middle of a transformation from Form Processors, who follow strict rules, to Acquisition Professionals, responsible for sound business judgement, best value, and implementing Executive intent. We are moving from a culture of procedure focus/enforcement orientation to a culture of customer focus/process orientation.

The purpose of this Strategic Plan is to help us make this transition at every level. This plan, and the planning system it introduces, will synchronize our metamorphosis in contracting to ensure we add value to our customer's processes—rather than create new encumbrances.

Our contracting vision presents a picture of our future, where we intend to be in ten years. I wanted this vision to be very specific so that we all could clearly see where we are going and what success looks like. It is equally important for us to be able to describe for our customers, the Warfighters, what our place is in the Army of the next century and how we will help them achieve Army Vision 2010. Our business is enabling force projection—we leverage the commercial advantage for the training, maintaining, installation support, and quality of life necessary to mobilize, deploy and sustain the force over the full spectrum of their possible missions. We must ensure we are fully focused on our business and our customer, the Force Commander.

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Principal Assistant Responsible
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FORSCOM Contracting is positioning for the next century...

INTRODUCTION

U.S. Army Forces Command is home to the Army's premier force projection ground combat capability. As the Army implements Army Vision 2010, Forces Command will become even more critical to the Army's fundamental competency—the ability to conduct prompt and sustained operations on land throughout the entire spectrum of crises. The U.S. Army Forces Command is the heart of America's Power Projection Army, and Forces Command Contracting is a primary enabler of mission accomplishment—we give Commanders direct access to commercial alternatives.

The purpose of this Strategic Plan is to set the tone and direction of FORSCOM Contracting for the next ten years

Forces Command Contracting must be focused on the Force. The full energy of contracting must be prepared to assist the Commander in generating, mobilizing and projecting the Force, as well as sustaining the Force in deployed operations. FORSCOM Contracting must leverage the commercial advantage for the Combat Force Commander. This Strategic Plan describes our vision for the next ten years, our mission, our organizational values, our core processes that achieve the mission, and our Strategic Goals which will implement our vision. In addition, this Strategic Plan systematizes our planning, provides a mechanism for assessing our progress in implementing our vision, and helps us set our objectives for each new year.

This plan is intended for implementation at the PARC level—information at the DOC level

This plan targets the Action Officers of the Office of the Principal Assistant Responsible for Contracting (PARC) as its primary users: the plan is intended for implementation at the PARC level. The Directorates of Contracting (DOCs) at the Installation level are intended to be secondary users. This plan will provide them a basis for dialog on the future of FORSCOM Contracting, as well as a foundation for their own strategic planning. This plan is not directive in nature. Installations will continue to receive policy, guidance, and direction relative to this plan through normal tasking channels.

VISION

Forces Command has a very specific vision for the future. We see the Acquisition Reform movement as providing us a unique opportunity in history—an opportunity to redefine Government acquisition to fit the distinct operational needs of our Combat Force Commanders. Through this opportunity, we can better position ourselves to provide the rapid and fully integrated support to the Force that is critical to their success. We are moving forward to change our structure, our processes and our thinking to ensure we contribute the type of contracting support that fits the specific needs of the Force Projection Army.

FORSCOM Contracting Vision

- Customer Focused
- Professionalized
- Quality Oriented
- Integral to the Force

FORSCOM Contracting Vision POWER PROJECTION CONTRACTING

- High velocity, high quality contracting processes fully integrated into the Force Structure, efficiently and seamlessly leveraging the commercial advantage for the Combat Force Commander.
- Highly skilled acquisition professionals educated, trained and empowered to make the best business decisions for the Army.
- High quality, efficient contractors that meet requirements on time, every time.
- Regionalized contracting focused within the operational chain of command, synergizing acquisition expertise and information technology.

The FORSCOM Contracting Vision provides the picture of how we expect the contracting function to look in ten years. This vision describes the end-state—what success looks like. How we implement this vision is the purpose of the Strategic Goals.

We don't see ourselves as the low cost providers of contracting services, in terms of cost-per-dollar-obligated. We believe this is the function of large, vertically integrated organizations such as the Army Materiel Command and the Army Corps of Engineers. Rather, we are high quality, fast and flexible contract service providers—at a reasonable cost. We provide the best value to the Government for the type of contracting we do and the customers we serve. Our position within the Force Projection chain of command gives us better insight to the needs, priorities, and "undocumented requirements" of our customers, allowing us to find better solutions at better prices, resulting in an overall lower cost to the Government.

MISSION

Our Mission Statement articulates our fundamental responsibilities to FORSCOM. It describes who we are, and what critical functions we perform, and how we add value to the Command. We directly support each aspect of the FORSCOM Mission: training, mobilizing deploying combat ready forces, developing and caring for people, optimizing available resources, and establishing and improving power projection platforms.

FORSCOM Contracting Mission

- Quality Goods and Services
- Best Value
- On Time
- Fair
- Within the Law

Mission

FORSCOM Contracting is the organizational acquisition component of the Army's ground combat force projection capability. We:

- Provide the Force Commander direct access to commercial alternatives;
- Acquire commercial resources in support of training, sustaining, mobilizing and projecting the Force;
- Ensure contracts meet customer requirements, reflect sound business judgement, and comply with law and regulation;
- Select contractors that provide the best value to the Government;
- Ensure contractors deliver quality goods and services that meet the Combat Force Commander's requirements, on time and at a reasonable cost; and
- Ensure contractors are paid fair and reasonable compensation for their services.

FORSCOM Contracting is Unique

- Spans all FORSCOM Core Capabilities
- Is an Integral Part of the Force Commander's Organization

The mission of FORSCOM contracting is unique in two ways. First, as an organizational element of the Command, we enable all FORSCOM core capabilities. We provide critical support to train, mobilize, deploy, and sustain the Force, as well as support installation operations and Lead & Care initiatives. Contracts cover the full spectrum of what we do in FORSCOM. The second reason FORSCOM Contracting is unique in that it is the only acquisition process "owned" by the Force Commander, it is integral to the Force Projection organization. From this position, we can better participate in the Commander's requirement identification, planning, documentation, and acceptance processes. We can respond rapidly and seamlessly to uncertain, continuously unfolding situations, capitalizing on our intimate knowledge of our customers to anticipate requirements and provide immediate commercial alternatives to logistical problems.

VALUES

Our Organizational values help define our culture. We use our values to guide us through the change management processes. We test the actions we plan to take against our values to ensure we are consistent in the way we treat each other and our customers.

We Value

- Customers
- Our People
- Our Contractors and the Equity of the Contracting Process

Values

- We value our customers, their concerns, their needs and their satisfaction. We endeavor to provide the customer with high quality service and relief from burdensome or unnecessary procedures. We keep customers fully informed throughout the acquisition process.
- We value our Acquisition Professionals, their qualifications, education, training and professionalism. We strive to ensure our acquisition professionals are properly resourced, empowered, and supported to make decisions and to take reasonable risks.
- We value our contractors and the contributions they make to the security of the Nation. We seek partnerships that provide mutual benefit, continuous improvement, open communication, and fair treatment. We encourage small business, and we recognize competition for its value in improving quality, lowering cost and giving fair access to Government contracts.

As part of the Acquisition Community, we have a set of organizational values that specifically fit our contracting function. As part of the Army Family, we strongly hold to the values of our common Army heritage. Our Army Values are an inseparable element of everything we do—they form the very core of our actions and relationships.

Our Army Values...

DUTY HONOR COURAGE
LOYALTY INTEGRITY RESPECT
SELFLESS SERVICE

CORE PROCESSES

We accomplish our contracting mission through 40 Core Processes, which we have grouped into eight categories. Core processes are distinct in their purpose—they can be isolated, have clearly identifiable objectives, and produce a distinct product. Core processes are also interwoven together with other processes at the Installations and within the force structure to produce the overall contracting function. This collection of processes defines what contracting does—how we accomplish our mission.

*Core Processes are
how we accomplish
our Mission*

Core Process Categories

- Strategic Management
- Acquisition Management
- Business Analysis
- Contract Award
- Contract Administration
- Technical Assistance
- Contingency Contracting
- Risk Analysis and Mitigation

Strategic Management Processes are the focus of the PARC and the DOCs. These processes deal with how we manage change in the Contracting function. Acquisition Management deals with how we administer and control our contracting processes. Business Analysis processes support our business decisions. Contract Award and Contract Administration are the two Core Operational Processes. These are the processes which result in the delivery of goods and services to the customer. Technical Assistance processes deliver training and assistance to customers and Contracting Officers. Contingency Contracting Processes are the direct support of the deployed force. These processes include the elements of Contracting and Contract Administration, modified for the contingency environment. The final category is Risk Analysis and Mitigation, which encompasses those processes that prevent or control unexpected costs and unfavorable publicity.

FORSCOM Contracting Core Processes

*Strategic Management
is the highest level of
customer focus*

A. Strategic Management

- 1) Strategic Planning
- 2) Acquisition Reform Implementation

*Acquisition
Management is the
top-level management
of our contracting
operations*

B. Acquisition Management

- 1) Acquisition Planning
- 2) Acquisition Guidance and Procedures
- 3) Personnel Management
- 4) Training
- 5) Education
- 6) Contracting Automation and Information Technology
- 7) Consolidation / Master Contracts
- 8) IMPAC Card Program
- 9) Commercial Activities

*Business Analysis
focuses on sound
business judgement*

C. Business Analysis

- 1) Cost and Price Analysis
- 2) Acquisition Process Analysis
- 3) Source Selection Support
- 4) Market Survey

*Contract Award is
one of our two Core
Operational
Processes—how we
select contractors for
the customer*

D. Contract Award

- 1) Formal Source Selection
- 2) Negotiated Contracts
- 3) Sealed Bid
- 4) Commercial Items
- 5) Simplified Acquisition

Contract Admin is the second of our two Core Operational Processes—how we get goods and services to the customer

E. Contract Administration

- 1) Service Contracts
- 2) Supply Contracts
- 3) Construction Contracts
- 4) Quality Assurance
- 5) Payment
- 6) Close-out

Technical Assistance is how we help ourselves and our customers get smarter

F. Technical Assistance

- 1) Customer Education
- 2) Performance Work Statement / Specification Development
- 3) Contractor Education and Development
- 4) Procurement Process Assistance

Contingency Contracting is how we support the Force through deployed Contingency Contracting Officers and from the Force Projection Platform

G. Contingency Contracting

- 1) Contingency Contracting Officer Training
- 2) Contingency Planning
- 3) Unit Ordering Officer Training
- 4) Unit Contracting Officer Representative Training
- 5) Deployment/ Contingency Operations
- 6) Force Projection Support Base Operations

Managing Risk is an important part of how we prevent unanticipated costs

H. Risk Analysis and Mitigation

- 1) Justifications and Approvals
- 2) Protests
- 3) Disputes & Claims
- 4) FOIA Requests

These Core Processes are not performed in every office, nor at every level. However, they do define what we do in FORSCOM Contracting—how we accomplish our mission.

STRATEGIC GOALS

Strategic Goals are the specific goals we must achieve to implement our vision. They serve to further define our vision, providing the mechanism to translate the vision into specific action.

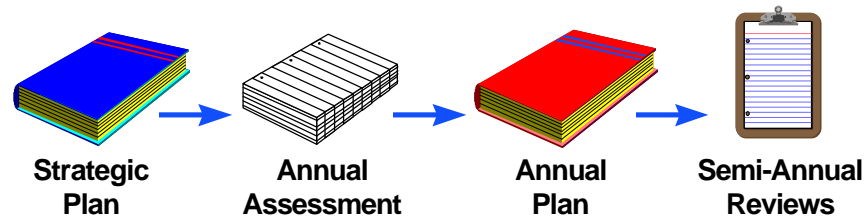
1. **High velocity contracting processes.** Processes that produce results fast.
2. **High quality contracts.** Contracts that accurately convey the requirements and intent of the customer.
3. **Efficient contracting processes.** Processes which cost less.
4. **Highly skilled acquisition professionals.** Smart, well educated and highly trained acquisition professionals that have the highest level of credentials in both government and commercial sectors.
5. **Empowered workforce.** Each acquisition professional can individually make all decisions necessary to perform his or her contracting mission.
6. **Best business decisions for the Army.** Every contracting decision adds the maximum possible value to the Army at an acceptable level of risk.
7. **High quality, efficient contractors.** A highly select population of contractors which adhere to the requirements of the contract and meet these requirements on time, every time.
8. **Regionalized contracting.** Contracting centers and satellites organized to respond quickly and effectively to the warfighter chain of command.
9. **The right mix of acquisition expertise.** The mix of acquisition skills and experience that produces the most effective and efficient contracting organization.
10. **Information technology that multiplies the effect of the acquisition workforce.** Integrated computer and communication systems that maximize the impact of the skills and abilities of the workforce.

STRATEGIC SYSTEM

There are four products to the Strategic Planning System: the Strategic Plan (this document), the Annual Assessment, the Annual Plan, and the Semi-Annual Review.

The Strategic Plan

This Strategic Plan is the primary product. While the Strategic Plan may be changed at any time, the intent is for this plan to be relatively stable—the focus of this plan is the next ten years. The Strategic Plan contains the FORSCOM Contracting Vision, Mission, Values, Core Processes, and Strategic Goals.



The Strategic Plan is used as the basis for the Annual Plan. The bridge between these two plans is the Annual Assessment.

The Annual Assessment

The PARC conducts an Annual Assessment of the FORSCOM Contracting function to determine priorities for the PARC office during the coming year. The PARC leads a team formed from the PARC staff – the action officers responsible for implementing the plan. They revalidate the Strategic Plan, prioritize the Strategic Goals for the coming year, and assess each Core Process for reengineering or improvement opportunities. The Annual Assessment, along with the results of the most recent Semi-Annual Review, forms the basis of the Annual Plan.

The Annual Plan

The Annual Plan is the action document. The PARC staff develops an action item to answer each opportunity identified in the Annual Assessment. These action items assigned to an action officer, and becomes part of their Evaluation Report Support Form.

The Semi-Annual Review

Twice a year, at appraisal time and at mid-point review time, PARC Action Officers report the status of their action items to the PARC. The PARC reassesses each action item based on progress, impediments, priorities and expectations. The PARC may give additional guidance or reprioritize action items as a result of this Semi-Annual Review.

Annual Assessment

During the Annual Assessment, the PARC leads a team that conducts an appraisal of the current FORSCOM Contracting status and documents the priorities for the year.

Step 1, Validate Vision, Mission, Values, Core Processes, and Strategic Goals

The team begins by reviewing and validating the FORSCOM Contracting Vision, Mission, Values, Core Processes and Strategic Goals. These are the fundamental building blocks of the organization, and should change infrequently. However, if during the validation process the PARC determines changes are necessary, they are made at this time. The purpose of this validation is to prevent FORSCOM Contracting from being locked into a paradigm that has been dictated by the strategic planning process. The PARC is always free to throw the whole process out and start over (reengineer).

Step 2, Prioritize Strategic Goals

The team then prioritizes the Strategic Goals. They assess each Goal for its value in implementing both FORSCOM and contracting visions. They also assess the opportunities available to improve against that Goal. The result is a priority list of Strategic Goals we will pursue during the coming year.

Step 3, Assess the Core Processes

The team then assesses Core Processes, and determines which processes will be reengineered, improved, or maintained. To make this assessment, they evaluate each Core Process by the Strategic Goal it affects, any FORSCOM Goal it supports, the efficiency and effectiveness of the Process, the risk inherent in the Process, the payoff of changing the Process, and the cost to effect that change. The result is a target list of priority processes for reengineering or improvement. Each reengineering or improvement target should be accompanied by a brief description of the team intent for that process.

Step 4, Publish and Circulate

The final product notes any changes to the Contracting Vision, Mission, Values, Core Processes or Strategic Goals. It lists the priority Strategic Goals for that year. It prioritizes the Core Processes that will be reengineered or improved, and the PARC's intent for these processes. The final document is circulated to the DOCs for comment.

Step 5, Feedback

The Annual Assessment is provided to the Installations for their review. The DOCs may choose to incorporate the assessment into their own action plans. They may also comment on the assessment, either formally or informally. The PARC may choose to change or modify the Annual Assessment at any time, based on the feedback from the field or other factors—there is nothing final or sacred about the Assessment.

Annual Plan

Annual Assessment, augmented by the most recent Semi-Annual Review and comments from the Directors of Contracting. The purpose of the Annual plan is to assign specific action items to the PARC Staff. These action items are then added to each responsible individual's personnel evaluation support form.

Step 1, Review Current PARC Action Items

The PARC leads a team of PARC Staff to formulate the Annual Plan. The team begins by reviewing the current action items of the PARC action officers. The team examines each action item for progress, results, and potential.

Step 2, Match to Priorities of Annual Assessment

The team then matches these action items to priorities established in the Annual Assessment. Each action item is matched to a need in the current Annual Assessment—to a Strategic Goal and a Core Process that has been targeted for improvement or reengineering. Any action item that no longer fills a need is eliminated.

Step 3, Brainstorm

The team looks at the present match between existing action items and priorities. They look for opportunities that will fill any gaps, reduce the total number of action items, or improve the effectiveness of a particular action item. During this process, any input from the Installations or guidance from the Command is considered. The result is a new list of action items.

Step 4, Define or Redefine Action Items, Values Check

The team then defines or redefines each action item. The team ensures each action item has a description, a definition of success, tentative milestones and metrics, and a responsible Action Officer. Each action item is then reviewed to ensure it meets the intent of the Annual Assessment; most importantly, each action item must meet our Values as established in the Strategic Plan. The action items are then given one final review to ensure that, in total, they meet the priorities of the Annual Assessment.

Step 5, Publish and Circulate

The Annual Plan consists of (1) a Summary of Priorities from the Annual Assessment, (2) a Summary of Action Items, listed in priority, for the coming year, and (3) the Action Item Status Report sheet for each Action Item. The summaries of priorities and action items are distributed to the Installation DOCs for comment. The Action Item Status Reports are given to the designated Action Officers for implementation.

Step 6, Feedback

The Annual Plan is modified as comments are received from the DOCs or the Action Officers.

The Annual Plan is
generated from the

***Semi-Annual
Reviews***

At the end of every other Fiscal Quarter, the PARC reviews each action item and ensures that FORSCOM Contracting is still making satisfactory progress toward the Vision.

Step 1, Action Officer Input

Action Officers update their Action Item Status Reports to reflect current status of metrics, milestones, accomplishments, and a brief description of the current situation. The Status Report should also include the specific plan for the next six months and a general plan to completion.

Step 2, Consolidating the Action Item Status Reports

The Strategic Planning Action Officer receives the Action Item Status Reports from the PARC staff, updates the Action Item Summary, and forwards the Semi-Annual Review package to the PARC.

Step 3, Review the Action Item Status Reports

The PARC assembles a team of PARC staff to review the Action Item Status Reports. The team validates each action item, confirming the metrics, milestone plan, definition of success, and contribution of the action item toward the FORSCOM Contracting Vision. The team assesses the progress on each action item, the Action Officer's plan, and the relationship of that action item to the overall strategy. The team makes a recommendation to the PARC on each action item to either continue the action item as is, modify it, or delete the action item from the Annual Plan. The action item may be deleted because it was either accomplished, or is no longer required.

Step 4, PARC Review

The PARC reviews the assessment of the team, and either accepts or modifies the recommendations. The Strategic Planning Action Officer updates the Summary of Action Items as necessary, and the PARC returns the Action Item Status Reports to the individual Action Officers. During the Semi-Annual Review, the Action Item Status Reports form the basis of the Action Officers' Performance Reviews with the PARC.

Step 5, Publish and Circulate

The Strategic Planning Action Officer publishes and distributes the Summary of Action Items to the Installation DOCs and Action Officers.

Step 6, Feedback

The Action Item Status Reports and Summary of Action Items are modified as comments are received from the DOCs or the Action Officers.

